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The United States is transitioning from an industrial age to an information age military. We are at the brink of a transformation in the way we conduct Joint Force operations. Although C4 systems, applications and services are key enablers of joint, multinational, and interagency operations of the future, transformation is more than employing advanced technology. It's about people, processes, organizations, and concepts combined in new ways with technology to develop capabilities that will defeat any adversary in any situation.

Over the course of the last year, I've had the opportunity to meet with Combatant Commanders and their J-6 Directors, Service C4 Chiefs, developers and industry. We have discussed both opportunities and challenges in transforming to a network centric environment. The Joint C4 Campaign Plan articulates the framework, goals, priorities, key enablers, and challenges derived from our discussions. It also identifies a way ahead and actions that the joint community and Services must take, in conjunction with the Office of the Secretary of Defense, The Joint Staff, and Agencies, to achieve the desired end state.

The Joint C4 Campaign Plan is a living document to be updated periodically. Our goal is to better integrate and synchronize joint C4 efforts and staff actions. We believe the transformation to network centric operations is one of the most complex, difficult, and far-reaching initiatives ever attempted. New concepts must be developed and wargamed to maximize employment potential of these new capabilities and ensure we're meeting the needs of Joint Force commanders. We don't profess to have all the answers or even all the questions, so your input and thoughts into this living document are welcomed. Teamwork and cooperation are paramount to successfully realizing the vision.



1 Introduction

- ☐ Purpose
- ☐ Scope
- ☐ Assumptions
- ☐ The Environment
- ☐ Chairman's Priorities
- ☐ Meeting the Challenge
- ☐ Network Centric Operations and Warfare

9 Joint C4 Framework for Enabling Network Centric Operations

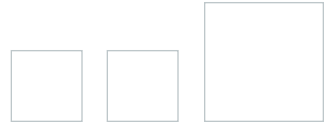
- ☐ Joint Command, Control, Communications and Computer (C4) Strategic Vision
- ☐ Guiding Principles and Tenets
- ☐ Joint C4 Goals

13 Joint C4 Overarching Priorities

- ☐ Developing and Fielding Critical Technologies that Transforms the Global Information Grid (GIG) for Network Centric Operations
- ☐ Developing and Fielding a Rapidly Deployable Joint Warfighting Capability for Command and Control
- ☐ Enhancing Interoperability
- ☐ Enabling Information Sharing to Improve Joint, Multinational and Interagency Efforts
- ☐ Strengthening Information Assurance (IA)
- ☐ Implementing GIG Network Operations
- ☐ Operationalizing the GIG

23 Key Enablers to Realizing a Network Centric Environment

- ☐ Developing the Network Centric Functional Concept, as Well as Associated Concepts, Architectures, and Studies
- ☐ Improving Training and Education
- ☐ Providing the "Right Network Management and Modeling and Simulation Tools to Do the Job"
- ☐ Improving Joint Configuration Management Procedures
- ☐ Ensuring Spectrum Availability
- ☐ Implementing the DOD Network Centric Data Strategy



33 Challenges – Filling the Seams and Gaps

- ☐ Developing a Joint Concept of Operations for employment of the Network Centric Environment
- ☐ Developing a Risk Mitigation Strategy for Mitigating Technology and Fiscal Uncertainties
- ☐ Synchronizing the Fielding of Joint and Service C4 Programs to Achieve C4 Transformation

37 Way Ahead

- ☐ Supporting the Chairman’s Priorities and Combatant Commander Operational Requirements
- ☐ Identifying and Developing Solutions to Cultural, Policy, Process, and Organizational Impediments
- ☐ Streamlining the Implementation to a Network Centric Environment
- ☐ Executing the Joint C4 Campaign Plan

41 Annex A – Joint C4 Campaign Action Items

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57 Annex C – Established Processes

63 Annex D – Definitions

69 Annex E – Acronyms

Chairman, Joint Chiefs of Staff

General Richard B. Myers, USAF

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"Understanding what transformation is and being committed to transformation aren't enough to make it happen. We have to create the right environment, an environment where people are encouraged to think innovatively, take risks—and yes, make mistakes and live to tell about it—and turn ideas into practical solutions. First—and this is probably the most obvious aspect of transformation—is harnessing technology...to provide new solutions and new ways of doing business."